

## CHAPTER 7

# INSPECTIONS

### LEARNING OBJECTIVES

Upon completion of this chapter, you should be able to do the following:

1. Describe the methods used to assess command/unit material and personnel readiness.
2. Describe the procedures and coordination required to plan and supervise inspections, quarters, and ceremonial events.
3. Identify the requirements needed to supervise the preparation of administrative, material, and operational readiness inspections (ORIs).

---

When it comes to inspections, it isn't how good you look, it's how much better you look than the other guy.

– Michael N. Scherck QMCS(SW)

---

Two commands equally prepared for an inspection that are inspected using the same standards will most likely receive identical grades. However, a command that is presented with flair and imagination will normally create a longer lasting impression on the inspection party.

Inspections by higher authority ensure that all commands, units, or activities are complying with the policies, procedures, and standards that govern the Navy. Inspections in the Navy are conducted in every area of human activity or interest. The following are the broad categories of Navy inspections:

- Ž Administrative
- Ž Material
- Ž Personnel
- Ž Operational

### THE NAVAL INSPECTOR GENERAL

The Naval Inspector General (NAVINGEN) is detailed from officers on the active-duty list in grades above captain. The NAVINGEN makes reports of inspections and investigations to the Secretary of the

Navy (SECNAV) or the Chief of Naval Operations (CNO).

The NAVINGEN, under the direction of SECNAV, inspects, investigates, or inquires into all matters of importance concerning fraud, waste, inefficiency, and related improprieties throughout the Department of the Navy (DON). The NAVINGEN coordinates the programs of inspection that deal with the detection and elimination of these improprieties. NAVINGEN monitors and ensures the coordination of criminal, civil, administrative, and contractual remedies for all significant cases. NAVINGEN monitors and coordinates investigations of fraud or corruption involving procurement activities affecting the DON. Other matters NAVINGEN inspects, investigates, or conducts inquiries about include, but are not limited to, the following:

- Effectiveness, efficiency, economy, and integrity
- Safety and occupational health
- Physical security
- Information resource management and automatic data processing (ADP) operations and security
- Personnel discipline, morale, and welfare management functions
- Command relationships
- Organizational structures

The NAVINSGEN exercises broad supervision, general guidance, and coordination for all DON inspection, evaluation, and appraisal organizations to minimize duplication of efforts and the number of inspections. NAVINSGEN has unrestricted access, by any means, to any information maintained by any naval activity, unless specifically restricted by SECNAV.

### **THE BOARD OF INSPECTION AND SURVEY**

The Board of Inspection and Survey (INSURV) was established to advise SECNAV in matters concerning the acceptance of newly commissioned ships and the suitability of active fleet units for further service. Additionally, the board has been tasked with keeping the CNO informed of the material condition of the operating forces. That is done through appropriately scheduled ship inspections.

The president of the Board of Inspection and Survey is assisted by such officers and such permanent and semipermanent boards as may be designated by the Secretary of the Navy. The president performs the following functions:

- Conducts acceptance trials and inspections of all ships and service craft before their acceptance for naval service
- Conducts acceptance trials and inspections of one or more aircraft of each type or model before final acceptance for naval service
- Examines at least once every 3 years, if practicable, each naval ship to determine its material condition; if found unfit for continued service, reports it to higher authority
- Performs such other inspections and trials of naval ships service craft and aircraft as may be directed by the CNO

### **THE NAVAL COMMAND INSPECTION PROGRAM**

The purpose of the Naval Command Inspection Program is to conduct periodic inspections of subordinate commands. The program ensures the readiness, effectiveness, and efficiency of commands and units. It also assesses the quantity, quality, and management of resources available to commands to perform their assigned missions.

## **RESPONSIBILITY FOR CONDUCTING INSPECTIONS**

The immediate superior in command (ISIC) or the immediate unit commander (IUC) is responsible for conducting the inspections. When both administrative and operational commanders are involved, the administrative ISIC or IUC is responsible for the inspections.

### **Immediate Superior in Command**

The immediate superior in command (ISIC) serves as the immediate unit commander of commissioned ships, aircraft squadrons, and designated fleet staffs subordinate to type commanders. Fleet commanders in chief (FLTCINCs) determine which commanders below type commander level will be designated as immediate unit commanders (ship group commanders; ship squadron commanders; ship development groups; numbered fleet air wings; functional air wings; and construction brigades, battalions, and regiments).

### **Immediate Unit Commander**

An immediate unit commander (IUC) is the next senior officer to the ship or aircraft squadron commanding officer in the operational or administrative chain of command. Normally, the IUC is the reporting senior of the ship or aircraft squadron commanding officer or staff commander. However, extended operational assignments may require the temporary operational immediate superior to perform the role of the IUC.

### **Use of Personnel as Inspectors**

Inspecting commands normally use personnel within local commands or local areas to conduct inspections. ISICs and IUCs can only request the minimum number of people actually required for out-of-area manpower to conduct inspections.

When out-of-area personnel are required for specific inspections, the inspecting command submits the request to the appropriate bureau, command, office, or agency. The NAVINSGEN coordinates and resolves any conflicts in schedule or in the allocation of out-of-area manpower requested by an ISIC or IUC. As prescribed by FLTCINCs, IUCs may selectively use personnel from "sister" units (ships and aircraft squadrons) as inspectors.

## ITEMS OF SPECIAL INTEREST DURING A COMMAND INSPECTION

The Naval Inspector General (NAVINSGEN) issues a list of command inspection items of special interest on an annual basis through OPNAVNOTE 5040. These special-interest items are the focus of command inspections. During command inspections and area visits, inspectors ensure items listed in OPNAVNOTE 5040 (Items of Special Interest During Command Inspections) are covered in the inspection.

Not all of the special-interest items apply to all of the commands. To clarify the application of special-interest items, NAVINSGEN groups the items into two categories. One category includes items that apply to all commands. The other applies to acquisition commands and major shore and fleet commands.

Since 1990, these items of special interest have included the following:

### Ž Integrity and efficiency

- Accountability
- Standards of conduct
- Fraud, waste, and abuse
- Management control program
- Navy hotline\*
- Follow-up audits and command evaluations\*
- Prompt payment interest computation

### Ž Quality of life, personal excellence, and personnel

- Equal opportunity
- Family Service Centers and family advocacy programs\*
- Physical readiness
- Tobacco prevention
- Substance abuse
- Sexual harassment
- Military leave accounting
- Child Development Program operations
- Navy Sponsor Program
- Traffic safety

### Ž Security

- Physical security
- Information, personnel, and ADP security
- Disclosure of unclassified technical data\*
- Oversight of intelligence activities
- Operations security
- Industrial security\*

### Ž Facilities

- Hazardous material control and management
- Environmental Protection and Natural Resources Program

Items identified with an asterisk (\*) are not appropriate inspection areas for most ships, aviation squadrons, or other small lower echelon commands.

## OPERATIONAL READINESS INSPECTION

An operational readiness inspection (ORI) is an evaluation of a ship's performance in a given mission area and a test of its ability to operate in a wartime environment under battle conditions.

The ORI is scheduled and observed by the IUC either in conjunction with a fleet exercise or during dedicated independent ship exercises (ISEs). If conducted during a fleet exercise, liaison with the officer in tactical command (OTC) is required to minimize the impact on the scheduled exercise.

The heart of an ORI is a realistic battle problem that progresses through a series of imposed scenarios. The scenarios test all of the ship's capabilities—offensive, defensive, casualty control, damage control, and so forth.

Your unit will be expected to perform in actual battle conditions much the same way as during an ORI. If your unit does well in an ORI, it should do well when engaged in actual combat.

As you know, combat cannot be simulated. You cannot predict how people will perform under actual combat conditions. Admiral Nimitz best described how to prepare personnel for combat as follows:

First you instruct your men, then you drill them repeatedly to make the use of this knowledge automatic, then you exercise them, singly and

in teams, to extend their individual abilities ship-wide; then the authority one level above the person who trained them inspects to insure that the desired results have been achieved.

When you combine this training philosophy with the purpose and procedures described in this chapter for inspections, you have the essence of the ORI.

Readiness is a determination of your organization's state of preparation and availability for service or action. An assessment of readiness takes into consideration three basic resources: personnel, material, and training. To assess readiness, these resources are compared to a standard that has been established by higher authority, analyzed for deficiencies, and then upgraded as necessary to meet the standard. To assess your organization's readiness, compare your resources to a standard established by higher authority as follows. Then analyze them for deficiencies and upgrade them as needed to meet that standard.

- **Personel**—Compare the authorized number of personnel having the skills needed to perform the command's wartime mission with the actual number of personnel on board who have those skills.
- **Material**—Compare the equipment, supplies, and funds needed to perform the mission with those actually available.
- **Training**—Compare the training requirements established by higher authority with the actual level of training achieved.

Personnel strengths and the best equipment are useless without effective training. Carefully evaluate every training evolution to determine the strengths and weaknesses of your personnel.

In aiming for a higher state of readiness, constantly compare what you have accomplished to the established standards. Then initiate whatever actions are required to improve performance.

As a senior or master chief, you should be able to determine your organization's level of readiness by reviewing your plans and records. On any day, a good senior or master chief knows exactly where his or her division stands regarding readiness.

## INSPECTIONS

In general terms, **inspection** describes the efforts of all formally organized groups within the Department of

the Navy who periodically evaluate units and activities. More specifically it describes an examination of a unit's condition of effectiveness to perform its assigned mission. It involves a critical, official, and formal examination of the personnel and readiness of the unit. Inspections are imposed by higher authority and sanctioned by the chain of command. The results of the examination are reported to higher authority, and a follow-up system ensures problem areas are resolved.

## PLANNING FOR INSPECTIONS

Inspections happen in one of two ways, scheduled and unscheduled. A scheduled inspection occurs within a period scheduled in your long-range training plan. Unscheduled inspections or surprise inspections allow little or no advance notice.

Provisions are made for surprise inspections within the inspection programs established by commanders in chief (CINCs) and other ISICs/UICs. Surprise inspections are substituted for the next regularly scheduled inspection unless deficiencies indicate a need for reinspection.

All inspections require a measure of preparation, some more than others. However, all units should take the following preparatory steps during the inspection cycle (fig. 7-1):

1. Obtain all instructions and checklists that pertain to the area(s) being inspected. Make sure they are current and they are the same ones the inspector will use.

2. Prepare and maintain your records, equipment, spaces, and so forth, to be inspected. Keep your superiors and subordinates informed, and prepare a plan of action and milestones (POA&M).

3. Request assist visits as needed to provide a critical examination of personnel or material to determine the condition or effectiveness of the unit to perform the assigned mission.

4. Schedule a preliminary inspection either by you or some other knowledgeable person to detect discrepancies and possible improvements.

5. Make arrangements for the inspection to progress through all areas in a logical order, preferably in the same sequence shown on the checkoff list. Document all known discrepancies before the inspection.

6. Correct and document deficiencies immediately after the inspection or while the inspection is in progress

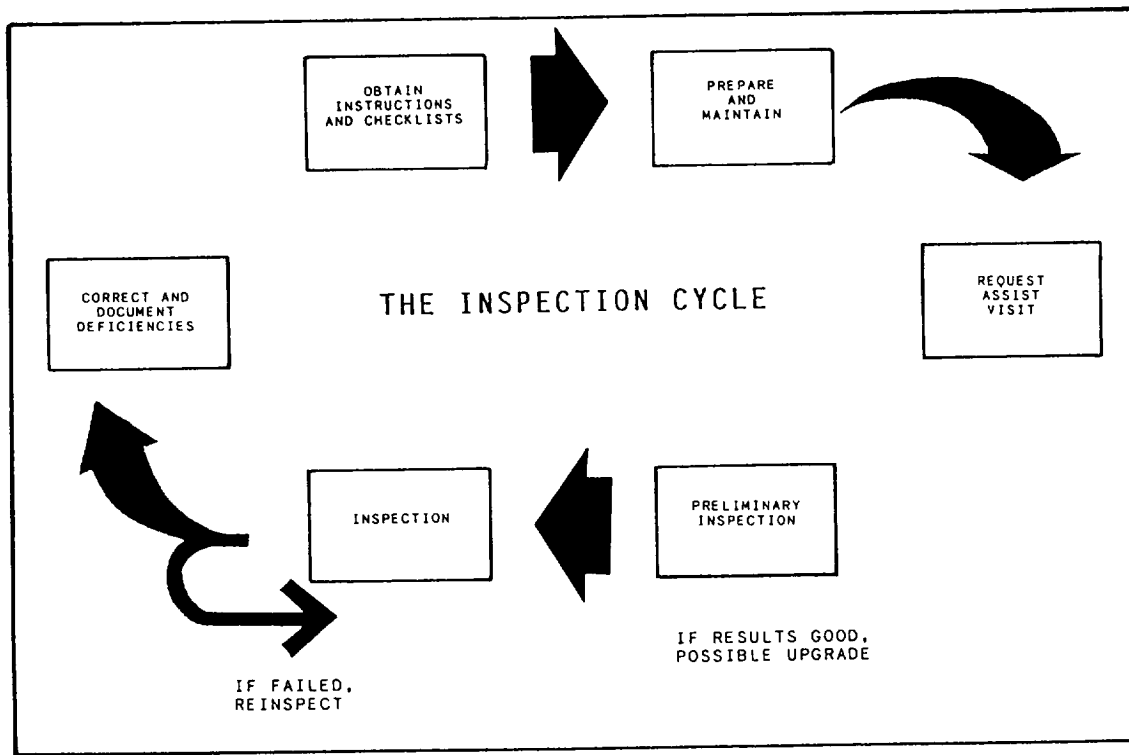


Figure 7-1.-The inspection cycle.

if possible. Documentation may include submitting requisitions, work requests, or other documentary forms.

### Assist Visits

Assist visits are not required and will occur only when requested by the commanding officer. Usually, the best time for assist visits is at the midway point between inspections or before deployment. They can also be requested whenever the commanding officer feels assistance is warranted. Assist visits are not to be used as inspections. The results will be made available to the visited unit only. Commands should arrange desired assist visits through their IUC/ISIC, who will coordinate scheduling to ensure optimal use of assets.

### Mobile Training Teams

Mobile training teams (MTT) have the principal function of helping commands conduct shipboard training. They may also perform a secondary function of assessing the unit's readiness and organization within their area of expertise. MTTs may provide a subjective evaluation to the commanding officer and IUC, but they do not conduct inspections and are not part of the inspection program.

## COORDINATION

Coordination means making sure the resources and activities of your command work in harmony to achieve the desired goals. Every Navy command is part of a larger environment that affects its performance. This environment includes the commodore, squadron or wing commander and staff, tenders, shipyards, contractors, detailers, and other commands. Coordination is the process of integrating the activities and objectives of any other organization that affects your command's achievement of its mission. The need for coordination increases with the size of the command; so does the difficulty of achieving it successfully.

Communication is the key to successful coordination. Direct contact between personnel who must deal with similar problems can be highly effective. They should address any problems that are correctable or uncorrectable along with those that are predictable and unpredictable.

Planning and goal setting achieve coordination by having all departments headed towards the same broad target. Each individual within the departments should understand who does what and when. As a senior or master chief, you should establish a network of relationships with significant groups and individuals, both within and outside of your command. You should draw upon these relationships to accomplish your goals.

Some obstacles that could affect the production and decision making involved in those relationships might include the following:

- Out-of-sequence work
- Crew morale
- Availability of equipment and materials
- Weather
- Manpower

## **PREPARATION**

Don't confine your preparation for an inspection to correcting and improving the appearance of those items to be inspected. Get yourself and your people into an inspection mode or state of mind. Inspections are frequently viewed with an "us against them" attitude by those being inspected and a "we are here to help you" attitude by the inspectors. Inspections are often a source of conflict between line, and staff personnel. Since staff units normally carry out inspections, line personnel often feel persecuted. You should impress upon your subordinates that periodic inspections are required for continuous superior appraisal of the command's ability. Inspection teams are made up of highly qualified, knowledgeable individuals. Their purpose is not to disrupt your mission but to enhance your ability to accomplish the mission.

Competition between commands and even among departments and divisions is good and should be encouraged. The desire to prove through inspection results, unit award competition, and so forth, that "we are the best" may lead to a temptation to "improve the odds" by acquiring those objects that are subject to inspection just before, and returning them just after, the inspection. A check showing the unit has passed the inspection in that area does not accurately reflect the true condition in which it operates.

The best preparation you can make for any inspection is to maintain consistent day-to-day excellence in material upkeep, administrative procedures, record keeping, and training. A significant portion of the final inspection results will depend on your preparation.

A preliminary review of the following will guide you in planning and supervising preparations for inspections:

- Reference material

- Checkoff lists
- Previous inspection results
- Other recently inspected units

## **REFERENCE MATERIAL**

The first step in preparing for an inspection is to determine what your unit is being inspected for so that you can focus your attention in that area. Next review the recommended references to ensure you are in compliance with the inspection group procedures. Always confirm that your instructions, directives, and publications are the most recent editions.

## **CHECKOFF LISTS**

For any given inspection, the inspectors will have an inspection checklist. This checklist is readily available to you before the inspection; it describes how and what items are to be inspected. This checklist is an invaluable tool in your preparation as it lists the key features of the area to be inspected. Usually the checkoff list references the source document for each inspection item. You should provide applicable sections of the checkoff list to the personnel responsible for presenting a portion of the area to be inspected.

## **PREVIOUS INSPECTION RESULTS**

You should have in your files the results of previous inspections. By referring to them, you can readily identify problem areas and judge whether those deficiencies have been corrected to meet the current standards. Use caution when referring to previous results because the standards may have changed since the last inspection. Because an item was satisfactory during your last inspection does not mean it still meets the inspection criteria.

## **OTHER RECENTLY INSPECTED UNITS**

Chiefs from other units or from your squadron staff may have undergone the same type of inspection your unit will undergo. These chiefs can provide you with insight into how the inspection team conducts the inspection and what specific areas they examine.

## MATERIAL INSPECTIONS

---

The commanding officer shall hold periodic inspections of the material condition of the command, not on weekends or holidays, to determine deficiencies and cleanliness. When the size of the command precludes completion of the inspection in a reasonable time, the commanding officer shall designate zones to be inspected by heads of departments or other responsible officers, and shall personally inspect at least one zone, alternating zones in order that the commanding officer inspects the entire command at minimum intervals.

*-United States Navy Regulations 1990*

---

Material inspections are conducted to determine the physical condition of machinery and spaces and to ensure they are clean and in a satisfactory state of preservation.

The most extensive material inspections conducted by the Board of Inspection and Survey (INSURV), discussed earlier in this chapter.

Depending on the size of your command, material inspections may be held either as a separate inspection or as part of one of the following inspections:

- Maintenance and Material Management (3M)
- Safety inspection
- Zone inspection
- Messing and berthing inspection

Conduct the most frequent and routine material inspection on a daily basis. A daily walk to inspect your spaces will impress upon your subordinates that you care about the condition of their working and living spaces.

Identify minor material discrepancies and have them corrected before they become major projects. That practice will help your people apply themselves in a professional manner.

A daily routine and regularly scheduled field days will do much to maintain your spaces in a state that requires little preparation for material inspections.

## PERSONNEL INSPECTIONS

---

The commanding officer shall ensure that, consistent with their employment, the personnel of the command present at all times a neat, clean and military appearance. To assist in attaining this standard of appearance, the commanding officer shall, in the absence of operational exigency, hold periodic personnel inspections. Saturday inspections may be held at sea and, in port and ashore, with personnel in duty status as participants. Otherwise, inspections shall not be held on weekends or holidays.

*-United States Navy Regulations 1990*

---

Historically, uniforms have been a product of a sailor's environment. They were first provided for protection against the elements and to create distinction among specialists. Today Navy uniforms serve as distinctive visual evidence of the authority and responsibility vested in their wearers by the United States.

The Navy expects its personnel to present a proud, professional appearance that reflects positively on the individual, the command, the Navy, and the United States. Exemplary military appearance should be the "norm" for uniformed personnel. Commands must enforce the uniform standards and appearance required by *U.S. Navy Uniform Regulations, 1987*, NAVPERS 15665G.

Just as the purpose of uniforms has changed over the years, so has the purpose of personnel inspections. The original purpose of personnel inspections was to enable the captain to determine if crew members were in good health and physically able to do their jobs. Today, personnel inspections in one form or another recur on a daily basis, the most prevalent being at moving quarters.

### INFORMAL PERSONNEL INSPECTIONS

In conjunction with other inspections, informal inspections help to ensure your division always presents the best possible appearance. Periodically invite your department head to conduct an informal inspection of your division. During informal inspections, personnel normally wear the working uniform, but meet higher than normal standards of "spit and polish."

## FORMAL PERSONNEL INSPECTIONS

A formal personnel inspection is conducted by the commanding officer or his or her immediate superior and may be directed from higher authority. Common times for formal personnel inspections to occur are during one of the following events:

- Change of command
- Command inspection
- Ceremonial events (awards ceremony, retirement, reenlistments, and so forth)
- Predeployment
- Seasonal uniform change

During a formal personnel inspection, the entire ship's company or command is presented to the inspection officer in a military formation.

In preparation for personnel inspections, inform your subordinates far enough in advance to allow them to have an "inspection quality" uniform ready on the day of the inspection. Veterans of numerous personnel inspections have learned to set aside a complete uniform for inspection, while inexperienced personnel usually purchase new items for inspection.

Depending on the maturity and experience of your subordinates, you may need to explain to them how to prepare for inspection based on your own experience. You may even need to have them bring their inspection uniform aboard a few days before an inspection so that you can point out any discrepancies.

*United States Navy Uniform Regulation, NAVPERS 15665G*, authorizes commanding officers to conduct seabag inspections on all nonrated personnel at regular intervals and on individual petty officers as appropriate. It also authorizes them to conduct seabag inspections before a nonrated person's transfer or deployment.

## NAVY CEREMONIES

Navy ceremonies, which bind our Navy men and women to history and tradition and instill a sense of personal pride, require proper planning to ensure success. When you are responsible for Navy ceremonies, research the appropriate ceremony to identify the proper customs and protocol to follow. Make a simple plan that lists the tasks and assigns individual responsibilities to ensure completion of all required actions.

## CHANGE OF COMMAND

Traditional ceremony surrounds the important military occasion of the change of command. You probably won't get heavily involved with the preparations for a change of command. However, you will be expected to give guidance to personnel on preparing for change-of-command ceremonies. You will also be expected to provide personnel with points of contact for making arrangements for various parts of the ceremony.

## REENLISTMENT CEREMONIES

Reenlistment ceremonies provide command recognition for enlisted members continuing their naval careers. These ceremonies range from the simple to the elaborate. A ceremony could be as simple as one held in work center spaces with the division officer administering the reenlistment oath. It could also be an elaborate ceremony held at command formation with a senior officer (sometimes flag rank) administering the oath.

As a senior or master chief, you should attend all reenlistment ceremonies and encourage maximum attendance by your personnel. Attendance by you and the crew demonstrates the importance of and the Navy's appreciation for the decision of personnel to continue their naval careers.

Commands normally present reenlisters with command gifts to demonstrate their appreciation for individuals who choose to continue their service career. These gifts consist of command plaques, command ball caps, command tee shirts, and 96-hour special liberties. In addition, most bases and ships provide fun packages. These packages consist of free dinners at the base clubs, free movie passes, free bowling games, free Navy exchange services, and gift certificates redeemable at Navy exchanges or ship stores. The types of fun packages vary from area to area. Gifts and fun packages must meet the criteria outlined in SECNAVINST 4001.2F.

## RETIREMENT CEREMONIES

Retirement ceremonies acknowledge the completion of a successful career by our shipmates. Retirement ceremonies also allow us the opportunity to demonstrate our appreciation for our shipmates' loyalty, dedication, and friendship. These ceremonies create lasting memories for the retirees, their families, and their close friends.



Retirees request the type of ceremony to be held and the location at which it will be held. The command should grant this request whenever possible. Remember, retirees have definitely earned their “day in the sun.” Use your influence, as required, to ensure their wishes are granted. Persuade all retirees to request a retirement ceremony.

Your involvement with retirements will vary according to the size and type of command. Some commands have an assigned retirement coordinator, while others have their command career counselor and command master chief (CM/C) share retirement ceremony responsibilities. Who is responsible isn’t as important as making sure the ceremony is handled with the importance and attention it deserves. Most command CM/Cs or career counselors use a retirement ceremony checkoff form, which contains the information they need to prepare for the ceremony. This form identifies the type of ceremony desired, the date and location of the ceremony, the name of the presiding officer, and the ceremonial uniform required.

Most commands observe the practice of presenting retirees with a command plaque and a flag box. In many commands, the crew might also choose to present retirees with a retirement gift. The funding for these plaques and flag boxes usually comes from mess dues paid by mess members. However, in the case of small units, you might have to “pass the hat.” Either way, make sure the retiree has an appropriate “send off.” Be creative!

As for awards, all retirees should receive a letter of appreciation from the command. Many deserve greater recognition, such as an end-of-tour award (usually a Navy achievement award, Navy commendation, etc.). If retirees deserve this recognition, then push for the command to recommend them for the award. Often times, commands project the attitude that personnel who are retiring don’t need to receive awards. However, they do need to be recognized for a job well done, especially at that time in their lives. Again, don’t just pass out medals like candy, but do try to see that the command presents awards to those personnel who deserve them. Remember, the retirement ceremony is a direct reflection upon the command, so take care of your people as they prepare to retire!

## **MISCELLANEOUS PERSONNEL FORMATIONS**

As CM/C you will be involved with various command formations, such as personnel inspections,

captain’s call, award ceremonies, and quarters. The procedures for these formations vary from command to command. Usually you will escort the commanding officer to the assembled formation. You will often assist the commanding officer with passing out awards. At personnel inspections in air squadrons and small commands, the CM/C may act as the chief master-at-arms and precede the commanding officer through the ranks.

Some commanding officers use captain’s call and quarters as open forums for questions and answers. The captain will probably expect you to take brief notes, write down questions that require further research, and provide feedback to the individuals who ask the questions.

## **CHIEF PETTY OFFICER INITIATIONS**

Remember your chief petty officer initiation? It was a unique ceremony in which you were welcomed into the fraternal brotherhood of chief petty officers (CPOs). Each year the master chief petty officer of the Navy (MCPON) reminds us to keep these initiations in good taste. If we don’t, they could be eliminated and become a thing of the past. As the CM/C of your command, make sure these ceremonies continue to be conducted with pride and dignity. Provide your fellow CPOs with guidance and encourage their interest in and support of all phases of the ceremonies—not just the initiation portion. Remember, the newly initiated chiefs should reflect on this event with understanding and pride, not bitterness and disgust. (Ensure hazing of the new selectees takes place in the chiefs’ quarters and messes, not in view of the crew.)

The main events involved in a chief’s “putting on the hat” are the frocking ceremony, the initiation, and the pinning ceremony. These ceremonies must meet the following guidelines:

- Frocking ceremony. This ceremony cannot take place before the first advancement increment. The commanding officer determines the location of the ceremony. All chiefs should attend the frocking ceremony.

- Initiation. All chiefs should support and take part in the initiation. All chiefs have the responsibility to maintain order and good taste and to be intolerant of excessive alcohol use throughout the initiation. Firm control by the chiefs in charge of the initiation is the key to a successful and honorable initiation. The CM/C has overall responsibility for conduct during initiations.

- Pinning ceremony. The pinning ceremony consists of the following actions:

- Reading of the creed. A strong speaker should read the creed.
- Pinning of anchors. The CM/C should brief and position the participants. The selectees choose the person(s) they want to pin the anchors on them.
- Commanding officer's comments. The commanding officer will normally speak about the new chief's role and responsibilities.
- Welcoming aboard by fellow chiefs. All chiefs shake hands with and welcome each new chief into the chiefs' community.

## **NAVY PROTOCOL**

Protocol is a code of established guidelines on proper etiquette and precedence, which, when followed, lays the foundation for a successful event. Protocol is an integral part of Navy ceremonies, customs, and traditions. You should know the protocol surrounding events such as the presenting of colors, honors to flag officers, quarterdeck arrangements, and dining in/dining out functions.

## **SUMMARY**

An inspection is one way that commands are monitored to ensure they are in compliance with existing policies. Inspections serve to improve quality by relieving undesirable conditions. NAVINSGEN annually issues a list of items of special interest upon which the command inspection focuses. A unit's readiness is evaluated through administrative, material, personnel, and operational inspections.

Just as inspections require certain preparations, Navy ceremonies require preparation and attention to detail. Navy protocol is an important part of Navy ceremonies.

## **REFERENCES**

Items of Special Interest During Command Inspections, OPNAVNOTE 5440, Office of the Chief of Naval Operations, Washington, D.C., 1991.

*Mission and Functions of the Office of the Inspector General/Naval Inspector General*, SECNAVINST 5430.57E, Office of the Secretary of the Navy, Washington, D.C., 1987.

*Naval Command Inspection Program*, OPNAVINST 5040.7K, Office of the Chief of Naval Operations, Washington, D.C., 1989.

*United States Navy Regulation 1990*, Office of the Secretary of the Navy, Washington, D.C., 1990.